

RMW-sjw
4/21/80

A PROPOSAL

Integration of Major Agency Personnel Management Planning and Reporting Instruments

Background

As the Personnel Management Evaluation Staff (PMES) undertook to revitalize the Annual Personnel Plan (APP) for FY81 it became increasingly apparent that the APP's utility is seriously diminished because it tends to stand alone and apart from other personnel management instruments. There is little evidence of managers relating various major Agency planning documents one to the other. PMES believes that the APP could and should be related more closely to other planning instruments through scheduling, and comparability of definitions and data-base. The APP, as a reference or as a report, should be tied closely to the Advance Staffing Plan (ASP), the Personnel Development Plan (PDP) soon to become the Senior Officer Development Plan (SODP), the Projected Training Requirements Report (PTR) and to the developing Affirmative Action Program Plan (AAPP).

Discussion

Decisions focusing on only one of these aforementioned reports may impede the process of integrating them into an Agency personnel management and reporting system. It is important then that those responsible for developing these instruments work together to enhance

the overall credibility and utility of each of them. Some comments on each of these reports follows:

a. APP

The APP as it has evolved to date contains a mass of numerical data. Information needed for managerial decisions is mixed with information needed for decision making only on an exceptional basis. Managers are asked to establish goals or projections in both instances. PMES proposes that a two phase APP be developed for FY81; the first known as Phase I would be primarily a planning instrument; the second known as Phase II would be primarily a reporting instrument.

(1) Phase I

APP-I, the planning instrument, would contain key elements required for periodic managerial decision making, e.g. conversions, hirings, promotions, and rotations. Summary information could be drawn from the ASP and related to hirings; other information could be drawn from SODP and related to rotations. The preparation of APP-I in July would permit managers to use three-quarters of the fiscal year data to determine the following fiscal year's goals. Being due before the start of the fiscal year the APP-I would be timely enough for senior managers to include selected or key items in other managers' Advance Work Plans (AWP).

(2) Phase II

The key elements proposed for APP-II, the reporting instrument, are the reported goals and projections in the APP-I plus those elements used by managers only on an exceptional basis, e.g. on-duty-strength, retirements and resignations, Personal Rank Assignments (PRAs), counseling cases, etc. Its analysis by each of the career services and PMES might identify areas of concern which could influence modification of AWP's or to tracking on a quarterly basis.

b. SODP

The final content, timing, and relationship of the SODP to other personnel instruments is not yet decided. It is proposed that the SODP become due in March, so that appropriate inputs can be made into the PTR and APP-I. It is assumed that SODP will have sections specifically intended for planning and reporting purposes.

c. PTR

It is proposed that the PTR be developed in April, immediately after the SODP so that developmental training plans for SIS and GS-13 to 15 officers can be incorporated into a timely statement of training requirements. If accomplished in this time-frame, it would be sufficiently far enough in advance to permit resolution of any potential problem relating to the allocation of training resources.

d. AAPP

The AAPP is currently being developed and if it can be prepared as a planning document in August of each year, i.e., immediately after AAP-I, it would allow incorporation and use of APP-I staffing projections for the coming fiscal year. The AAPP could refine this data in terms of EEO concerns and provide specific input to the ASP. An AAPP report on the previous fiscal year's accomplishments could be set for late October or November. The personnel modeling and projection activities applicable to the APP-I might possibly be of some assistance in the preparation of the AAPP.

e. ASP

It is proposed that the first ASP be prepared in August following the development of the APP-I and the AAPP. The overall projection related to hiring goals reflected in the APP-I and the AAPP data dealing with occupational categories could be refined for the ASP. The ASP should also be updated to cover the ensuing twelve months rather than its present system of providing guidance for a constantly decreasing number.

Proposed Action

PMES recommends that immediate coordinated attention be given to the development of an integrated Agency personnel management planning and reporting system incorporating the APP, SODP, ASP, AAPP, and the PTR. Endorsement by the career services is requested prior to recommending that Agency policy provide for such an integrated system.

PERSONNEL MANAGEMENT PLANNING & REPORTING DIAGRAM

